



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

November 9, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

HOMELESS INITIATIVE QUARTERLY REPORT #3

On February 9, 2016, the Board approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 Strategies to combat homelessness, and instructed the Chief Executive Officer (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each Strategy. Quarterly reports were provided to the Board on May 9 and August 9, 2016. This is the third HI quarterly report to the Board of Supervisors which addresses the implementation status of the 47 approved Strategies, and status of additional directives and motions approved by the Board on February 9, 2016.

Status Update on HI Strategies

Of the 47 Homeless Initiative Strategies approved by the Board, 17 have been fully or partially implemented. The remaining Strategies are scheduled to be implemented between November 2016 and July 2017 (Attachment 1). The attached chart summarizes the status of the Strategies (Attachment 2).

Strategy Implementation Highlights

As described in Attachment 1, County departments and their community partners have made substantial progress in implementing the Homeless Initiative Strategies approved by the Board on February 9, 2016. Below are some of the implementation highlights to date:

- **A1 Homeless Prevention Program for Families**
129 families have retained permanent housing; 247 families are currently being assisted with homeless prevention services.
- **B1 Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI**
12 individuals have been housed and 41 are searching for housing.

"To Enrich Lives Through Effective And Caring Service"

**Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only**

- **B3 *Partner with Cities to Expand Rapid Re-Housing***
150 clients have been housed; 357 clients are enrolled in various stages of engagement leading to rapid-rehousing. Additionally, the County is in the final stages of executing partnership agreements with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing for families and individuals.
- **B4 *Facilitate Utilization of Federal Housing Subsidies***
Six formerly homeless families have been successfully housed, with an additional seven homeless families in the final stages of placement. 30 landlord requests to participate in the Homeless Incentive Program have been received, and 12 vacant units for voucher holders have been secured, with an additional 10 vacant units currently being processed.
- **B6 *Family Reunification Housing Subsidy***
A Request for Proposals was issued in October 2016; service agreements with providers are targeted to be executed by the end of the year to provide rapid re-housing and case management services to families in the child welfare system where the parent(s)' homelessness is the sole barrier to the return of the child(ren).
- **B7 *Interim/Bridge Housing for Those Exiting Institutions***
18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in LA County, effective October 1, 2016.
- **C1 *Enhance the CalWORKs Subsidized Employment Program for Homeless Families***
Procurement process completed and services targeted to commence in November 2016.
- **C2/ *Increase Employment for Homeless Adults by Supporting Social Enterprise/***
C4/ *Establish a Countywide SSI Advocacy Program for People Experiencing Homeless or At Risk of Homelessness/*
C5 *Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness*
Both the Ordinance for Social Enterprise Preference Program and Social Enterprise Certification Program have been implemented
- **C6 *Targeted SSI Advocacy for Inmates***
Request for Proposals to secure Benefits Advocacy contractors released on September 21, 2016. Deadline for submission of proposals was October 31, 2016.
- **D2 *Expansion of Jail-in Reach***
Staff has been hired to support the expansion of jail in-reach. Existing work orders were augmented for participating Intensive Case Management Services providers who will be conducting jail in reach services: LAMP, Special Services for Groups, Amity Foundation, and Volunteers of America.

- **E1 *Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits***
The Social Security Administration and US Interagency Council on Homelessness convened a hearing in Los Angeles with the State, County and key community partners to explore ways to enhance access to SSI for individuals experiencing homelessness.
- **E4 *First Responders Training***
The training curriculum has been developed and the initial training class took place on October 26, 2016.
- **E6 *Countywide Outreach System***
The initial RFP process has been completed and new contracts were awarded for 12 CES outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016.
- **E8 *Enhance the Emergency Shelter System***
As of October, there is a total of 1,595 shelter beds operating 24 hours per day/7 days/week with enhanced services provided on site. LAHSA awarded funding for housing navigation services that will focus on the shelter system; nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.
- **E14 *Enhanced Services for Transition Age Youth***
The Youth Coordinated Entry System has been implemented.
- **F1 *Promote Regional SB 2 Compliance and Implementation***
A Request for Bids has been released to solicit consultant assistance to promote and implement SB2 compliance. Execution of contract with selected consultant is planned for January 2017.
- **F2/ *Linkage Fee Nexus Study/***
F5 *Incentive Zoning/Value Capture Strategies*
A Request for Proposals has been released to solicit a consultant team to:
1) prepare an Affordable Housing Action Plan for the unincorporated areas of the County that includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies; and 2) prepare studies on existing conditions and markets, linkage fee nexus, and inclusionary housing feasibility.

Board Directives Associated with Approval of HI Strategies

In addition to approving the 47 Homeless Initiative Strategies, the Board directed this Office to complete various related activities. The following are updates on some of those directives:

- **Evaluation Plan**

On February 9, 2016 the Board directed the CEO to report back on the development of an evaluation plan for the HI Strategies. The *Homeless Initiative Evaluation Framework* was first discussed with the Homeless Policy Deputies in July 2016 and was approved and finalized at the September Deputies' meeting (Attachment 3). The framework has also been shared with participating County departments and the Los Angeles Homeless Services Authority. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017.

- **Research Agenda**

The Board directed the CEO to submit for approval a proposed research plan on homelessness for Los Angeles County. The attached *Research and Data Priorities for 2017-2018* was developed in collaboration with United Way – Home for Good and various policy stakeholders who participate in Home for Good (Attachment 4); it recommends focusing research activities on the following: 1) Transitions into homelessness: Understanding the dynamics of why individuals and families become homeless; 2) Transitions out of homelessness: To conduct an analysis of best practices of moving people out of homelessness and ensuring strong retention in permanent housing; and 3) Population characteristics: Creating a comprehensive analysis of the demographic characteristics of the homeless population. The Research Plan will be discussed at the Homeless Deputies meeting on November 17, 2016.

- **Targeted Homeless Services/Outreach to Heavy Users (Top 5% List)**

On February 9, 2016, the Board directed the CEO, in collaboration with affected departments, to prioritize housing and related services for homeless single adults for whom the County incurs the highest costs, and identify potential resulting savings to be redeployed to combat homelessness. On May 17, 2016, the Board further directed the CEO to examine how County funds are spent to serve the top five percent of homeless single adults who utilize 40 percent of the services and associated costs for single adults experiencing homelessness.

On September 13, 2016, the CEO provided both additional detail regarding the services and costs for these high-cost homeless single adults, and a protocol for identifying and prioritizing them for housing and related services. Commencing this month, this protocol will be used to provide each department with a rank-ordered subset of the County homeless high-cost service utilizers served by that department. Each department will use its list to conduct additional in-reach and outreach activities. In addition to these lists, the Office of Homelessness and Research and Evaluation Services are finalizing a query system through which departments will be able to identify homeless individuals on the countywide five percent list who are not on the department's subset of the countywide list. More information on the status of these activities will be provided in subsequent reports.

Item 47-A from the February 9, 2016 Board Meeting

Responses to all directives were previously submitted to the Board based on the due dates specified in the motion, with follow-up responses required for the following directives:

- **Directive #4: Database of Community Residents Interested in Supporting the Siting of Affordable Housing Projects**

The Chief Information Office (CIO) is assessing potential programs that may be utilized for community outreach and advocacy by interested community members who would support siting and development of affordable and permanent supportive housing in neighborhoods and communities. One of these potential programs is nextdoor.com, a private social media platform, which is specifically designed to foster neighbor-to-neighbor communication to build strong and safe local communities. Further discussions are scheduled to determine the administration and coordination of participating County departments in the use of a social media platform. Once this has been determined, the CIO will coordinate with the Office of Homelessness and other stakeholders to select and utilize a social media platform in support of program advocacy and community outreach.

- **Directive #5: Pilot to Incentivize the Use of Prefabricated Construction**

On April 11, 2016 the CEO provided the Board with a report recommending that the County issue a Request for Proposals (RFP) for a pilot project to develop homeless housing on County-owned property with one of the conditions being that proposals be innovative in utilizing pre-fabricated/shipping container construction. Details of the RFP were scheduled to be provided to the Board in October. Due to technical issues involving construction details, the recommended RFP is expected to be provided to the Board by March 2017.

Homeless Initiative Community Conference

The Office of Homelessness will host the first annual Homeless Initiative Community Conference on February 8, 2017. The Conference will bring together key community and government partners to sustain a focus of the coordinated efforts to combat homelessness in Los Angeles County. The Conference goals include, but are not limited to, reflecting on the first year's accomplishments and lessons learned since the Board's approval of the HI strategies on February 9, 2016, celebrating unprecedented ongoing collaboration amongst diverse public, private and community partners, planning for the second year of HI implementation, and exploring future opportunities including new resources.

Each Supervisor
November 9, 2016
Page 6

The next HI quarterly report will be submitted on February 9, 2017. Please let me know if you have any questions, or your staff may contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov

SAH:JJ:FAD
PA:AO:ef

Attachments

c:	Executive Office, Board of Supervisors County Counsel District Attorney Sheriff Alternate Public Defender Animal Care and Control Arts Commission Beaches and Harbors Child Support Services Children and Family Services Community and Senior Services Community Development Commission Consumer and Business Affairs Fire Department	Health Services Human Resources LAHSA Mental Health Military and Veterans Affairs Parks and Recreation Probation Public Library Public Health Public Social Services Public Works Regional Planning Registrar Recorder/County Clerk Superior Court
----	---	---

Homeless Initiative Quarterly Report No. 3 – As of October 15, 2016

Status of Strategies to Combat Homelessness

Strategy	Status	Next Steps
PREVENT HOMELESSNESS		
<p>A1: Homeless Prevention Program for Families</p> <p><u>Implementation Date (Actual or Target)</u></p> <p><u>Implementation Dates:</u> Phase 1: Actual - May 9, 2016 Phase 2: Target - November 2016</p>	<p>Phase 2 implementation planning continued which will result in a signed contract amendment in November 2016 that will enable LAHSA to augment the Homeless Prevention Program for Families to include:</p> <ul style="list-style-type: none"> • Legal services to prevent families from being evicted; • Additional Family Service Center (FSC) case managers in order to assist more at-risk families; and • Additional funding to support various types of direct housing assistance customized to each family's needs. <p>Since January 2016, 247 families have received homeless prevention services through the FSCs. 129 of these families have retained permanent housing.</p>	<ul style="list-style-type: none"> • Execute Phase 2 contract amendment to provide LAHSA the ability to secure the following Phase 2 services: <ul style="list-style-type: none"> ○ Develop and release an RFI to provide legal services to prevent families from being evicted. ○ Hire at least one additional case manager per FSC. ○ Provide more at-risk CalWORKs and non-CalWORKs families prevention services. • Continue to work with domestic violence advocates to strengthen existing protocols to serve at-risk families fleeing violence.
<p>A2: Discharge Planning Guidelines</p> <p><u>Target Implementation Date:</u> February 2017</p>	<ul style="list-style-type: none"> • Draft guidelines have been developed and they are currently being vetted with the workgroup. • Current departmental discharge policies were reviewed in the development of the "draft guidelines" and components were included from the current guidelines. 	<ul style="list-style-type: none"> • Strategy A2 workgroup meetings are ongoing. • A community stakeholder meeting will take place in the near future.
<p>A3: Housing Authority Family Reunification Program</p> <p><u>Implementation Dates:</u> HACLA Actual - March 18, 2016 HACoLA Target - TBD</p>	<ul style="list-style-type: none"> • LASD referred 16 individuals to the HACLA pilot program since July 14, 2016. (LASD has made 26 total referrals since March 2016.) • During the 3rd quarter, HACoLA continued its research on other Housing Authorities across the nation who have implemented pilot re-entry programs, and reviewed HACoLA policies that could possibly be affected by the implementation of a reentry program. • Current HACoLA policy allows some discretion in the screening of applicants and new household members, but that discretion only extends to certain offenses. 	<ul style="list-style-type: none"> • LASD will continue to refer individuals to the HACLA pilot program. • HACoLA will continue to evaluate the feasibility of implementing a re-entry program. This includes conducting another meeting with the Housing Authority of the City of Los Angeles to evaluate the current state of their pilot program.
<p>A4: Foster Care Discharges</p> <p><u>Target Implementation Date:</u> March 2017</p>	<p>Co-leads DCFS and Probation continue to meet with stakeholders and planning team. Strategy consists of ten elements.</p> <ul style="list-style-type: none"> • Focus has been on enhancing transition planning meetings and discharge plan. A framework for a structured youth transition plan was developed to ensure that discharge plan includes appropriate housing and wrap-around support services and linkage to education, employment and public benefits (six of ten components). 	<ul style="list-style-type: none"> • Ongoing planning among implementation team members on various components of Strategy. • Engaging other arms of DCFS to obtain line participation in planning and implementation.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> Preliminary discussion on assessment of youth to determine placement into the Supervised Independent Living Program (SILP) as an appropriate placement for the TAY and to provide broader access to the SILP. 	
SUBSIDIZE HOUSING		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p><u>Actual Implementation Dates:</u> Phase 1: August 2016 Phase 2: October 2016</p>	<ul style="list-style-type: none"> DPSS fully implemented Phase 1 by expanding B1 General Relief (GR) Housing Subsidies to the remaining five GR offices that did not previously provide them, including better targeting of these subsidies to strong SSI applicants. Through September 30, 2016: <ul style="list-style-type: none"> 76 SSI applicants were referred for B1 GR Housing Subsidy interview; 53 of these SSI applicants were determined eligible for and began searching for rental housing; 12 of these SSI applicants found housing approved and are currently using their B1 subsidy; 8 of whom have had their housing approved and are currently using their B1 subsidy. DHS began implementing Phase 2 by expanding availability of its current Housing for Health Programs to B1 eligible participants (i.e., homeless, disabled individuals applying for SSI). These DHS housing programs provide more intensive supportive services, case management, and/or long-term housing subsidies. 	<p>DPSS and DHS continue to develop a screening and referral process for those homeless SSI applicants identified by GR District staff as needing more intensive supportive services, case management, and/or a long-term housing subsidy.</p>
<p>B2: Expand Interim Assistance Reimbursement (IAR) to Additional County Departments and LAHSA</p> <p><u>Target Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> Meeting held with LAHSA and impacted County departments to discuss guidelines for claiming IAR. Departments tasked with completing survey to identify potential claimable expenses to IAR and average number of claimable services per department. Clarification needed from CDSS on various issues identified during meeting with impacted departments. 	<ul style="list-style-type: none"> Based on survey results, DPSS will assess feasibility and potential resource need for administering IAR collection for additional County departments and LAHSA. MOU Language will be drafted by CEO HI staff for additional County departments/LAHSA and County departments administering IAR collection.
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p><u>Actual Implementation Dates:</u> Individuals: June 30, 2016 Families/TAY: October 1, 2016</p>	<p><u>DHS/Rapid Re-Housing for homeless adults:</u></p> <ul style="list-style-type: none"> DHS is working with the cities of Santa Monica, Pasadena, and West Hollywood in executing agreements to allow Brilliant Corners to accept each city's funding. Currently, there are 150 adults housed under rapid re-housing, and 357 adults are enrolled in various stages of engagement (outreach, intake, searching for housing, etc.). <p><u>LAHSA/Rapid Re-Housing for homeless families and youth:</u></p> <ul style="list-style-type: none"> LAHSA has executed contracts with service providers for rapid re-housing services for TAY and families. 	<p><u>DHS and LAHSA will work closely to:</u></p> <ul style="list-style-type: none"> Continue to work with the cities of West Covina and Inglewood on executing contracts to expand rapid re-housing in their areas. Engage other cities expressing interest to allocate funds to expand rapid rehousing assistance in their areas. LAHSA will approach the Cities of Pasadena, Santa Monica, and West Hollywood to discuss the possibility of transferring funds to LAHSA's rapid rehousing for TAY and families, since they have already worked closely with DHS on rapid

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>B4: Facilitate Utilization of Federal Housing Subsidies</p> <p><u>Actual Implementation Date:</u> May 18, 2016</p>	<ul style="list-style-type: none"> HACoLA has finalized the move in assistance and damage mitigation components of the incentive program, and has begun receiving landlord requests to participate in the Homeless Incentive Program by setting available units aside for homeless families with a HACoLA voucher. As of 9/26/16, HACoLA has received 30 landlord requests to participate in the Homeless Incentive Program (HIP). Provided \$15,310 in incentive payments to secure 12 vacant units for HACoLA voucher holders, with an additional ten vacant units currently in process to receive incentive payments. Successfully leased units to six formerly homeless households, with an additional seven households in the final leasing stages. 	<ul style="list-style-type: none"> HACoLA will continue its marketing and outreach to recruit landlords to participate in the incentive program via HouseLA luncheon presentations held in the community; the next HouseLA event is scheduled to take place in November 2016. re-housing for adults. LAHSA will provide outcomes for families and TAY in the next quarterly report.
<p>B5: Expand General Relief Housing Subsidies</p> <p><u>Target Implementation Date:</u> July 2017</p>	<p>DPSS continues to monitor the level of savings from the Mandatory Substance Use Disorder Recovery Program (MSUDRP), which will be used to fund the implementation of this Strategy.</p>	<p>DPSS continues to consider alternative funding and approaches to implement elements of this Strategy in advance of sufficient MSUDRP savings being available to fully implement this Strategy.</p>
<p>B6: Family Reunification Housing Subsidy</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>The Community Development Commission issued a Request for Proposals for rapid re-housing and case management services.</p>	<p>Evaluation of proposals and selection of service providers is expected to be completed by December 2016 for an estimated launch of January 2017.</p>
<p>B7: Interim/Bridge Housing for Those Exiting Institutions</p> <p><u>Actual Implementation Date:</u> October 1, 2016</p>	<ul style="list-style-type: none"> Program guidance and forms were developed to notify service providers about program guidelines. On October 2, 2016, an implementation and training meeting was held with contract awardees to explain eligibility and verification requirements for bridge housing providers using B7 funds. LAHSA awarded B7 funds to 18 programs to support 268 new bridge housing beds. DHS has added over 100 bridge housing beds since July 2016 and now manages over 500 bridge housing beds for individuals with complex health and/or behavioral health conditions. DHS bridge housing includes recuperative care and settings with onsite intensive behavioral health services. Through Strategy B7, DHS is able to serve clients with a criminal justice history who are eligible for AB 109 or SB 678 funding. 	<ul style="list-style-type: none"> The County departments/agencies working on this Strategy will meet with community volunteers to discuss eligibility and verification guidelines for the program participants. The B7 workgroup will meet with healthcare stakeholders.
<p>B8: Housing Choice Vouchers for Permanent Supportive Housing</p>	<ul style="list-style-type: none"> HACoLA executed a MOU with LAHSA to provide homeless referrals utilizing coordinated entry to prioritize the placement of chronically homeless households. HACoLA continued to have planning meetings with LAHSA, the Department of Mental 	<p>HACoLA will conduct a series of trainings for its community partners who will be helping homeless households complete the application process. This training will help the partners understand how to</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>Actual Implementation Date: June 30, 2016</p>	<p>Health, and the Department of Public Social Services.</p> <ul style="list-style-type: none"> HACoLA conducted stakeholder meetings with all of the community organizations who have had a previous agreement to provide HACoLA with applicant referrals. The purpose of these meetings was to hear their feedback on ways to streamline and improve the referral process. 	<p>complete the HACoLA application and ensure a smooth eligibility determination process.</p>
INCREASE INCOME		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p> <p>Target Implementation Date: November 2016</p>	<p>Procurement process completed and contracts have been negotiated with contractors. Services targeted to begin in November 2016.</p>	<p>Monitor implementation activities and contractor performance.</p>
<p>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise</p> <p>Target Implementation Dates: Phase 1 - October 2016 Phase 2 - February 2017 Phase 3 - April 2017</p>	<ul style="list-style-type: none"> Continued collaboration with the Department of Consumer and Business Affairs (DCBA) as co-lead with the CEO on this Strategy. Phase one includes County adoption of the Social Enterprise Preference Program. Although the County Ordinance was adopted on July 19, 2016 to provide preference to Certified Social Enterprise entities during the procurement process, the Social Enterprise Certification Program was implemented on October 25, 2016. As Social Enterprises become certified, a comprehensive inventory of Social Enterprises and services provided by certified Social Enterprise in LA County will be available. Continuing work with County Counsel on Phase 2 which will include: 1) Enhancement to the countywide procurement process to award a preference to bidders who agree to subcontract with Social Enterprise entities; 2) Development of a Request for Statement of Qualifications to support the creation of Alternative Staffing Organizations (ASOs) and 3) Designating ASO's as preferred temp agency for County departments, contractors and sub-contractors. Phase 3 will include leveraging the DPSS CalWORKs Transitional Subsidized Employment Program to place program participants with ASOs operated by Social Enterprise. 	<ul style="list-style-type: none"> CEO will continue to explore technical assistance opportunities with experts in the Social Enterprise arena on Phase 2 components. Share adopted Social Enterprise Preference Program with cities interested in collaborating. Identify procurement process for ASOs. Continue to collaborate with County Counsel on feasibility and mechanism for designating ASOs operated by Social Enterprise as preferred temporary staffing agency for County departments, contractors and subcontractors.
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p>Target Implementation Date: November 2016</p>	<ul style="list-style-type: none"> Met with staff from three social enterprise agencies to learn about the social enterprise's job-readiness programs. Conducting "train-the-trainer" sessions with staff from the three social enterprise agencies regarding navigation of the County's website and hiring process including the Veterans' Internship Program. Met with CEO's Classification and Compensation staff regarding permanent part-time positions for the targeted population. 	<ul style="list-style-type: none"> Complete "train the trainer" session for social enterprise agencies. Assess how homeless/formerly homeless individuals can be targeted using bulletins targeted for GAIN/GROW participants. Meet with DHR's Countywide Talent Assessment Division to find out how a special exam can be opened for the target population.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p> <p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p> <p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> C4, C5 and C6 planning and implementation is occurring jointly. Bi-monthly planning meetings continue to be held between DHS Housing for Health, Departments of Public Social Service (DPSS), Mental Health (DMH) and Military and Veterans Affairs (DMVA), Sheriff's Department (LASD) and DHS Correctional Health to continue planning around implementation of Benefits Advocacy Programs as described in Strategies C4/C5/C6. Released Request for Proposals for Benefits Advocacy Services on September 21, 2016. Mandatory Bidders Conference held on September 29, 2016. Three RFP Addenda addressing questions and answers from Bidders Conference were released October 3, 7 and 14, 2016 respectively. Field hearing with Social Security Administration (SSA), United States Interagency Council on Homelessness (USICH), LA County Chief Executive Office, California Department of Social Services Disability Determination Services, Department of Public Social Services, Department of Mental Health, Los Angeles Homeless Services Authority and community advocates to discuss enhanced partnership and streamlining process for SSI applications. DHS Housing for Health staff visited Twin Towers on October 7, 2016 with L.A. County Sheriff's Department (LASD) and DHS Correctional Health - Director of Care Transitions, to identify work space and coordinate with additional new staff within the Care Transitions Unit. 	<ul style="list-style-type: none"> Ongoing monthly meetings scheduled with DHS Housing for Health, DHS, DPSS, DMH, DMVA, LASD and DHS Correctional Health to discuss program development and implementation. Ongoing planning with DPSS on transition of SSI Advocacy from DPSS to DHS and newly contracted agencies. Evaluation of Proposals, which are due on October 31, 2016. Selection of contractors, submission of recommended contracts for Board approval, and implementation of contracts.
PROVIDE CASE MANAGEMENT AND SERVICES		
<p>D1: Model Employment Retention Support Program</p> <p><u>Target Implementation Dates:</u> Phase 1: January 2017 Phase 2: July 2017</p>	<p>Phase 1 involves strengthening existing job retention services and partnerships. To achieve this:</p> <ul style="list-style-type: none"> DPSS presented to its Homeless Case Managers (HCM) to reinforce existing Post-Employment Services (PES) policy and reinforce the HCM role and expectation that they actively promote PES among the families they serve, with emphasis on families emerging from homelessness who are newly employed. DPSS presented to all HCMs collocated at LAHSA's eight Family Solutions Centers (FSC) to reinforce existing Post-Employment Services (PES) policy and to strengthen their role connecting homeless families referred to the FSCs with Greater Avenue for Independence (GAIN) Program PES, as appropriate. DPSS discussed with South Bay Workforce Development Board (SBWDB) the development of a service partnership including the referral of some or all homeless Transitional Subsidized Employment (TSE) participants (i.e., Strategy C1 families) to local America's Job Centers of California (AJCC) to enroll those families in WIOA so they can receive existing job retention services through WIOA. WIOA retention services include assistance with paying bills, car repairs, transportation, etc. These WIOA services should be available to participants when they are no longer eligible for GAIN/Refugee Employment Program PES. <p>Phase 2 involves implementation of new job retention services and partnerships. This will include:</p>	<ul style="list-style-type: none"> DPSS and SBWDB will confirm the details of a service partnership that will include the referral of some or all homeless Transitional Subsidized Employment (TSE) participants (i.e., Strategy C1 families) to local America's Job Centers of California (AJCC) to enroll those families in WIOA so that they can receive existing job retention services through WIOA. DPSS will develop and distribute a flyer to inform all GAIN/REP participants (including homeless participants) about the availability of Post-Employment Services and actively promote these services to homeless participants. CSS will incorporate identified best practices on retention models into America's Job Center of California by conducting a workshop for all providers. Workshop will be scheduled in early 2017. CSS will identify any funding opportunities to implement mobile computer application. State

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> • Development of a computer application that will provide on line case management-coaching, appointment reminder, employment and training information via handheld devices. App will serve as tool to serve participants in the American Job Center of California (AJCC) system and other workforce programs. CSS submitted a grant application to California Cy Pres Funds to pilot computer application. • Enhance employment models in the Departments of Public Health and Mental Health to target homeless/formerly homeless individuals. DPH and DMH may have an opportunity to enhance best practices using new Medi-Cal waiver dollars or new MSHA Workforce, Employment and Training funds. • Co-enroll participants in Workforce Innovation Opportunity Act funded programs to track employment retention annually. • A preliminary list of identified best practice for employment retention has been developed. A final report on how those could be incorporated into existing employment models is pending. 	<p>grant funding may be available in early 2017.</p>
<p>D2: Expand Jail in Reach</p> <p><u>Target Implementation Date:</u> November 2016</p>	<ul style="list-style-type: none"> • Process for hiring DHS Clinical Social Worker positions is being conducted by DHS Human Resources. Two are expected to start in early November and one is pending live scan. Recruitment continues for the fourth position. • Two LASD Custody Assistants (CAs) for the project have been identified and are undergoing training. • DHS has augmented existing work orders with four participating Intensive Case Management Services providers who will be conducting D2 jail in reach services. The four agencies are LAMP, Special Services for Groups (SSG), Armlty Foundation, and Volunteers of America. 	<ul style="list-style-type: none"> • Recruitment and hiring of 1 additional Clinical Social Worker (DHS) and 2 additional Custody Assistants (LASD). • Training of DHS and LASD staff and ICMS in-reach provider staff. • Schedule meeting with Jail Linkage and Jail Mental Evaluation Team staff to ensure coordination of jail-based services.
<p>D3: Supportive Service Standards for Subsidized Housing</p> <p><u>Target Implementation Date:</u> July 2017</p>	<ul style="list-style-type: none"> • Workgroup consisting of County and Los Angeles City agencies was established and met in October 2016. • Workgroup members have been sent copies of various established supportive service standards. Additional standards will be provided as they are received. 	<ul style="list-style-type: none"> • LAHSA to Hire Quality Standards Development Analyst. • Expand workgroup participants to include PSH residents and provider agencies, and all PSH supportive services funders. • Develop county-wide definition of supportive services. • Develop quality standards for supportive services.
<p>D4: Regional Integrated Re-entry Networks – Homeless Focus</p> <p><u>Target Implementation Date:</u> April 2017</p>	<ul style="list-style-type: none"> • Development of D4 implementation strategy is occurring in conjunction with planning for the County's Whole Person Care pilot services for the reentry population. • Responses to questions and revisions of grant proposal budget were submitted in July/August 2016 for a proposal to LA Care's Community Health Investment Fund (CHIF) to support a full time Reentry Health Network Coordinator for one year; the Coordinator will work on the development and implementation of a reentry health care network. 	<ul style="list-style-type: none"> • Hiring of Reentry Health Network Coordinator (expected to start by end of October 2016). • Develop implementation plan in conjunction with Whole Person Care planning efforts, including identification of initial participating clinic(s). • Determine whether to pursue solicitation process

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> • Letter of award for LA Care CHIF award received October 4, 2016. • Public Health Foundation Enterprises was engaged as fiscal agent for hiring of Reentry Health Network Coordinator and the onboarding process has been initiated. 	<ul style="list-style-type: none"> to contact for homeless-focused services.
D5: Support for Homeless Case Managers <u>Target Implementation Date:</u> January 2017	<p>The CEO and LAHSA convened eight meetings with the County departments from August through October.</p> <ul style="list-style-type: none"> • On August 16, the D5 departments completed the Planning Guide that is intended to assist the departments in defining their challenges serving homeless individuals/families, assessing department resources (currently available and/or needed in the future) to address these challenges, and developing a plan of action for the identified Strategy components that each Department will implement. 	<ul style="list-style-type: none"> • Each County department will create and/or revise its internal Policies and Procedures for interactions with homeless persons and case managers (if applicable). • Community agencies will collaborate with the County departments to address referral and space sharing strategies in October/November. They will also provide input on the implementation of this strategy at the D5 meeting on November 13.
	<ul style="list-style-type: none"> • On September 13, the D5 group met with 21 community homeless providers (representing all SPAs) to obtain their feedback on D5 group's implementation protocol as the community partners play a vital role in successfully implementing the strategy. Workgroups were created to maximize departments' role/contribution in CES Regional Case Conferencing, develop effective referral process, and explore co-location partnerships with specific community organizations. • In September and October, six web meetings were held to discuss each Strategy component including policies and protocols, development of a standardized referral form, and each department's implementation status and anticipated go live date. 	<ul style="list-style-type: none"> • Select departments will implement this Strategy in January 2017.
D6: Criminal Record Clearing Project <u>Target Implementation Date:</u> January 2017	<ul style="list-style-type: none"> • The Public Defender has convened various planning meetings during the 3rd quarter. • Developed an HMIS Data Sharing Agreement with LAHSA. • Working with LAHSA to implement a Record Clearing Project for the 100 Day Challenge on Youth Homelessness. • The Public Defender is incorporating HI strategies in Prop 47 outreach and case clearing processes. 	<ul style="list-style-type: none"> • An initial meeting will be convened on October 26, 2106 with community based agencies/community volunteers and County partner agencies to present an outline of the implementation plan and get feedback and input on the plan. • Public Defender Department managers will begin attending LAHSA Quarterly Community Meetings in all SPAs. • Continue work on development of Homelessness status in Client Case Management System and integration of HMIS Data with current Department Data Base.
CREATE A COORDINATED SYSTEM		

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • Meeting held with stakeholders and community to identify areas of need for advocacy as it relates to SSI and Veterans Benefits. • Through continued collaboration with United States Interagency Council on Homelessness (USICH), a meeting and field hearing was held with Social Security Administration (SSA), and California Department of Social Services Disability Determination Services (DDS) to discuss enhanced partnership and streamlining process for SSI applications processed by Countywide Benefits Advocacy Programs (Strategies C4/C5/C6). • Conference call with representative from the Veterans Administration to discuss collaboration with Countywide Benefits Advocacy teams and streamlining process for Veteran's Benefits applications submitted by countywide team. 	<ul style="list-style-type: none"> • Follow-up with SSA/DDS on requests made during field hearing. • Coordinate meeting with the Department of Veterans Affairs, DMVA and DHS to discuss partnership, collaboration and streamlining processes for Veteran's benefits applications.
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p> <p><u>Target Implementation Date</u> July 2017</p>	<ul style="list-style-type: none"> • From July 16, 2016 through October 31, 2016, the Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC) continued to engage in a range of planning activities for the launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's Medi-Cal 2020 Section 1115(a) waiver. • In preparation for implementation of the DMC-ODS, DPH-SAPC collaborated with the California Institute for Behavioral Health Solutions (CIBHS), the University of California at Los Angeles (UCLA), and Change Companies to provide clinical and capacity building trainings for contracted SUD providers. • In addition, DPH-SAPC has been regularly meeting with the health plans (L.A. Care and Health Net) to develop memoranda of understanding that, when executed, will establish structured coordination of care for common clients. <p>Milestones achieved:</p> <ul style="list-style-type: none"> • On July 27, 2016, DPH-SAPC received final approval from the California Department of Health Care Services (DHCS) and the Federal Centers for Medicare and Medicaid Services (CMS) to move forward with its County Implementation Plan. • DPH-SAPC submitted its DMC-ODS Fiscal Plan and Rates to DHCS on August 11, 2016. Subsequently, on September 29, 2016, positive feedback was received from DHCS. Minor edits will be made to the fiscal plan before resubmission; final approval is expected in late fall. 	<ul style="list-style-type: none"> • DPH-SAPC will resubmit the DMC-ODS fiscal plan and rates to DHCS. • The Board of Supervisors must execute a contract with DHCS to deliver DMC-ODS services. • CMS must approve the executed State-County contract pertaining to DMC-ODS services. • DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS. • DPH-SAPC will work with CIBHS to conduct regional interactive application clinics to provide guidance and individualized technical assistance on becoming certified DMC providers.
<p>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot approved by the California Department of Health Care Services)</p>	<ul style="list-style-type: none"> • Action 1 (Identify and Share Information) – Cross-agency work is underway to share data across County agencies – e.g. through the Comprehensive Enterprise Data & Analytics Repository (CEDAR). There are additional efforts planned through Whole Person Care to create increased identity matching through the Countywide Master Data Management (CWMMDM) platform (to include Probation, Sheriff, and DPH/SAPC in the CWMMDM program). In addition, the LANES Health Information Exchange is progressing towards implementation later this year. One key feature of LANES will be the ability to obtain real-time data feeds on admissions, discharges, and transfers to DHS and other community hospitals and emergency departments. Whole Person Care will accelerate these activities and create opportunities for data sharing between the County and community partners (e.g. health plans and other community-based entities). 	<ul style="list-style-type: none"> • Action 1 (Identify and Share Information) – The Health Agency will use the WPC pilot to bring more community-based partners into the data integration effort. In the interim, we will continue with Agency level data integration efforts. • Actions 2 & 4 (Case Management for Health Care Services and Connect Homeless People to Health Care and Services) – The WPC proposal includes a large emphasis on individuals who are homeless. WPC will support/accelerate

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> • Actions 2 & 4 (Case Management for Health Care Services and Connect Homeless People to Health Care and Services) – Coordinated efforts are in place to identify individual needs of homeless individuals and link them to services. Housing for Health & the STAR clinic are leading efforts to engage and case manage homeless individuals in Metro LA. The C3 program is a strong example of this effort and WPC will greatly expand capacity to serve individuals who are homeless. WPC cannot pay for housing or housing subsidies directly, but would expand outreach (street teams), benefits advocacy (e.g. SSI/SSDI), and care management (homeless care support services) to individuals who are homeless, and enhance housing support through tenancy support services and the expansion of recuperative care beds. • Action 3 (Health Literacy Education) – The Health Agency continues to enroll qualified homeless individuals in Medi-Cal and work to navigate individuals to primary health care. The WPC Pilot and the Health Homes opportunities will enhance the Health Agency's ability to identify those who have fallen through the gaps through greater outreach efforts and greater community engagement. The newly formed, Health Agency Social and Behavioral Determinants of Health workgroup will focus on developing standardized screening approaches across the Health Agency. 	<p>identification/screening and linkages to needed services as homeless individuals come through many "doors". It will also support development and augmentation of field-based case management services, and outreach and engagement infrastructure for homeless individuals – particularly those with multiple, chronic physical and behavioral health issues. Funding for Street Team personnel is a component of the Whole Person Care proposal.</p> <ul style="list-style-type: none"> • Action 3 (Health Literacy Education) – The Social and Behavioral Determinants Workgroup will consider approaches to screening for and addressing health literacy. The workgroup meets monthly, and has representation from across the Health Agency.
<p>E4: First Responders training</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> • Conducted service provider site visits with LAHSA to develop law enforcement/provider relationship. • Convened follow-up meetings with LAHSA, County Fire Department, and E6 workgroup as part of the vetting of the curriculum. • First Responders curriculum has been completed. 	<p>Conduct the initial training class on October 26, 2016.</p>
<p>E5: Decriminalization Policy</p> <p><u>Target Implementation Date:</u> January 1, 2107</p>	<ul style="list-style-type: none"> • Presented to the LAHSA Homeless Advisory Group (HAG) to get their input and feedback on the Policy. • A public forum was held on August 24, 5:00 PM, at the Hall of Justice media room to encourage public input in developing policies and procedures for interacting with homeless individuals. • On September 7, 2016, the Policy was presented to the County Criminal Justice Coordinating Committee (CCJCC) at the request of the Executive Director. 	<p>Implement Policy on January 1, 2017.</p>
<p>E6: Countywide Outreach System</p> <p><u>Target Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> • CEO/Board of Supervisors approved request for \$9.7 million for new multidisciplinary outreach staff. This will expand outreach services in each of the Service Planning Areas. The funding will be distributed based on the 2016 Homeless Count. • LAHSA completed its RFP process and awarded new contracts for 12 CES outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016. Funding was distributed based on the 2016 Homeless Count. • The framework continues to evolve and get more specific as funding awards are made and new funding for additional staff is allocated. 	<ul style="list-style-type: none"> • Negotiate contracts for multidisciplinary staff with CES regional leads. • Develop administrative structure that includes LAHSA/Health Agency to jointly oversee the implementation of the program and provide training and technical assistance as needed.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E7: Strengthen the Coordinated Entry System</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> During the third quarter, LAHSA and Home For Good have conducted input sessions with CES community providers from the single adult, family and youth systems. These meetings led to identification of opportunities for improvements through partial integration of the three systems, programmatic changes and increased funding. Integration efforts are expected to lead to improved coordination of screening and referrals, staffing, needed tools to maximize CES' effectiveness, and training for CES staff. In August, as part of the CES RFP, LAHSA awarded funding to community organizations for regional coordination, outreach coordination, outreach, housing navigation, crisis/bridge housing and rapid rehousing for families and youth, thus increasing the capacity of the CES. On September 28, LAHSA hosted a program orientation meeting for all contractors/programs that were awarded funding through the CES RFP. In August, LAHSA awarded funding to a new HMIS vendor. 	<ul style="list-style-type: none"> LAHSA will seek input from community organizations and stakeholders regarding the CES for families system and use feedback regarding areas that can be strengthened in creating the RFP for the following three fiscal years. LAHSA and new HMIS vendor will begin the coding process to ensure accurate data entry and reliability. It will also include transferring current HMIS data into the new platform. In November, LAHSA will submit a detailed assessment and recommended plan to: (1) strengthen the CES systems for adults, families and youth; (2) train the CES staff, and (3) enhance the HMIS system to address both current and future needs.
<p>E8: Enhance the Emergency Shelter System</p> <p><u>Target Implementation Date:</u> December 31, 2016</p>	<p>As of October, there is a total of 1,595 shelter beds with 24/7 operation (240 County beds in 11 sites and 1,355 City of Los Angeles beds in 23 sites) with enhanced level of services provided on site. 95% of City and 73% of County funded LAHSA beds have 24-hour operations.</p> <p>In October, through the CES RFP, LAHSA awarded funding for:</p> <p>(a) New crisis and bridge housing beds that will provide 24-hour operations, increased intake hours, three meals a day, increased flexibility in the duration of the clients' stay, and storage provisions, and</p> <p>(b) Housing navigation services that will focus on the shelter system.</p> <p>Nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.</p> <p>LAHSA drafted a "score card" that a shelter can use to self-score itself against an ideal set of criteria to establish countywide standardized low threshold criteria.</p> <p>On October 20, LAHSA released a second RFP to increase 24-hour crisis and bridge housing beds (155 additional beds) with unexpended funds from the first RFP. Program start date is February 1, 2017.</p>	<p>LAHSA will engage in the following activities:</p> <ul style="list-style-type: none"> In early November, LAHSA will host a "kick-off" implementation meeting for providers awarded funding for Housing Navigation. At the end of the quarter, LAHSA will report on outcomes from the housing navigation efforts. By December 2016, LAHSA will finalize the low-threshold common criteria with the community volunteers group. <p>• By December 2016, LAHSA will engage the shelter providers and animal advocacy groups to improve accommodation for homeless people with pets as well as storage for belongings.</p> <p>• In February 2017, LAHSA will assess the length of participant shelter stays (pre and post 24/7 operation).</p>
<p>E9: Discharge Data Tracking System</p> <p><u>Implementation Date:</u> TBD</p>	<p>Initial LAHSA committee discussions have begun. Exploration on how this strategy can intersect with LA City strategy 4A implementation is ongoing.</p>	<p>Coordinate and send joint e-mail invitation to volunteers for participation and input on this Strategy.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E10: Regional Coordination of Los Angeles County Housing Authorities</p> <p><u>Actual Implementation Date:</u> May 24, 2016</p>	<ul style="list-style-type: none"> HACoLA hosted the second quarterly roundtable meeting in September 29, 2016. Since last quarterly report, HACoLA has finalized interagency agreements with the Redondo Beach Housing Authority, and the Burbank Housing Authority. HACoLA now has interagency agreements with seven Los Angeles County Public Housing Authorities. 	<ul style="list-style-type: none"> Continuation of quarterly meetings with Housing Authorities to discuss strategies and identify areas of collaboration to combat homelessness in Los Angeles County. Finalization of a survey to identify topics for subsequent meetings.
<p>E11: County Specialist Support Team</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>In August, the Health Agency assumed leadership for this Strategy's implementation efforts in order to leverage Health Agency's existing efforts to create a multi-disciplinary team and team space. The E11 Group met on July 27 and September 28 to develop the County Specialist Support Team's (Team) scope of work, team composition, work flow, plan for community outreach, budget and office space. The team will be known as SuperConnect.</p> <p>Office site for the Team has been identified and leased by the County. Interior modifications are in the design phase with construction to start shortly.</p> <p>Job description for the Director and team members, scope of work, diagram of work flow and project implementation timeline have been developed. All participating departments have identified the staffing positions (Two departments have identified the actual representative) that will constitute the new Team.</p>	<p>By December, all SuperConnect staff will be identified and/or hired. Policy and procedure development is ongoing and will continue to evolve over the next six months. The Health Agency will continue to work on site readiness. SuperConnect Team will have a soft launch in January 2017 following the site completion. Full scale operation is planned to begin in February 2017.</p>
<p>E12: Enhanced Data Sharing and Tracking</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> The E12 workgroup met August 23 and the following departments were represented: CEO, LAHSA, DHS, DMH, DPH, DPSS, Probation, LASD, and HACoLA/CDC. CEO/RES has finalized an eight-step protocol for identifying and prioritizing the most expensive homeless single adults (CEO Board memo was submitted on 9/13/16). This process will be used to provide lists to departments of their respective homeless high-cost service utilizers, commencing in November 2016. In addition, the CEO is finalizing a process for departments to identify individuals who are top 5% homeless high-cost utilizers served by other County departments. A subset of the workgroup has also been working on a broad definition for health and human service departments to use a standard definition for identifying clients who are literally homeless. It will come back for discussion in the larger workgroup on 10/27/16. 	<ul style="list-style-type: none"> Develop countywide targets for reductions in homelessness among chronic, TAY, families and single adults based on previous LAHSA Homeless Counts (targeted for late fall 2016). Finalize a standard literal homeless definition at next full-group meeting. Collecting departmental consents for review and discussion at next workgroup meeting to determine if a standard consent can be utilized for multiple departments. Discuss potential uses of the funding allocated for this strategy.
<p>E13: Coordination of Funding for Supportive Housing</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> The Coordination Committee has developed a County and city matrix of funding sources for permanent supporting housing. The Committee is looking into the feasibility of developing or using an existing universal application system that will make it easier for developers to apply for and receive funding for permanent supportive housing. 	<ul style="list-style-type: none"> Committee will hold a community volunteer and developer meeting in November 2017 to obtain input/feedback on issues/priorities important to streamlining the coordination of funding for supporting housing. Committee will develop recommendations on funding principles and universal application system to streamline funding of permanent supportive housing.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E14: Enhanced Services for Transition Age Youth</p> <p><u>Implementation Dates:</u> Actual Phase 1 - August 2016 Actual Phase 2- September 2016 Target Phase 3- March 2017 Actual Phase 4- October 2016</p>	<ul style="list-style-type: none"> • Phase 1 – Includes working with the Los Angeles Coalition to End Youth Homelessness (LACEYH) to increase and maximize collaboration between County agencies and community-based organizations serving homeless youth. Beginning August 2016, County department representatives were invited to LACEYH meetings to strengthen collaboration. CEO, LAHSA, DMH, DHS and DPSS participated in the August 2016 meeting. DHR, DCBA and Public Library will be invited to present on programs impacting youth at future meetings. • Phases 2 and 4 – Support the expansion of Youth CES and programs providing housing navigation, access/drop-in centers, shelter, after care/case management and transitional housing for youth - Activities in the last quarter have focused on implementation of the Coordinated Entry System for youth and young adults experiencing homelessness and housing instability. <ul style="list-style-type: none"> ◦ All eight SPAs now have a funded lead agency to coordinate Youth CES in the SPA. All eight SPAs received Rapid Rehousing for TAY program funding, and out of the five SPAs that applied for Housing Navigation, four were awarded. The CES RFP also funded a number of Crisis Beds for TAY. • Phase 3- Design a Youth Housing Stability Assessment pilot, where one or more County departments, one or more school districts, and a CBO serving mainstream youth will administer a quick prescreening tool to determine if a youth should be referred to the Youth CES. <p>Two technical assistance organizations are providing support to implement Youth CES: the Rapid Results Institute and the True Colors Fund. Technical assistance is focused on integration across CES systems, coordination across SPAs that includes mainstream public systems, developing best practices for serving youth and young adults within the framework of CES and the most effective use of specific housing interventions (i.e., Rapid Rehousing, tenant based vouchers, permanent supportive housing, etc.). True Colors Fund is specifically supporting LAHSA in developing a Youth Advisory Board for the Continuum of Care.</p> <p>Additionally, Los Angeles County has been participating in the 100-day challenge from A Way Home America, which has provided an opportunity for system improvements and stronger connections across the SPAs and mainstream systems. Additionally, participation in the 100-day challenge will set the foundation for the County's response to Housing and Urban Development's (HUD) Youth Homeless Demonstration Notice of Funding Availability (NOFA) which is due at the end of November.</p>	<ul style="list-style-type: none"> • Continuing Youth CES implementation through 100 Day Challenge. Mid-Point and Sustainability Reviews forthcoming. • Youth Advisory Group in development. • Convenings with community colleges to discuss opportunities to identify and serve homeless students. • Submission of application to HUD Youth Homelessness Demonstration Program NOFA. • Youth and Families Funders Collaborative in development, in partnership with United Way Home for Good and the Office of Child Protection Center for Strategic Public and Private Partnerships.
<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Target Implementation Date:</u> November 8, 2016</p>	<p>RR/COC has focused on partnership, outreach and training activities to promote homeless voter registration, identify polling locations, and improve access to birth certificates. Partners include Board of Supervisors' offices, County departments, City of Los Angeles, and community organizations.</p> <ul style="list-style-type: none"> • Updated PowerPoint on <i>National Voter Registration Act</i> to include information on registration of homeless individuals as public assistance agencies are required to offer 	<p>In November, RR/COC will continue to focus on voter education and registration:</p> <ul style="list-style-type: none"> • Review homeless services facilities used as Polling places to determine effectiveness and if future use should be considered. • Promote partnerships for voter registration

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> voter registration to clients. Trained LASD deputy personnel on the inmate voter registration program with focus on incarcerated homeless individuals who are eligible to register. Identified locations that primarily service homeless communities which may be used as polling places on Election Day (November 8). 	<p>following the November General Election and looking forward to 2017.</p>
<p>E16: Affordable Care Act Opportunities</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot approved by the California Department of Health Care Services)</p>	<ul style="list-style-type: none"> Much of the work under this strategic area depends on funding through the Whole Person Care (WPC) Pilot and the Health Homes initiative. LA County's WPC proposal was submitted on July 1, 2016 in response to the Request for Proposal. The proposal contains an extensive funding request to support individuals who are homeless, and other high-risk LA County residents. The Health Agency received final notification in late October that Los Angeles has been awarded a WPC pilot. WPC will begin implementation in early 2017. Implementation of Health Homes is targeted for 2018, under the leadership of LA County Health Plans. The County continues to enroll and expand access to services for individuals who qualify for Medi-Cal. In addition to coverage expansion, the ACA has led to benefit expansion, which has increased services available to homeless individuals. Implementation of the Drug Medi-Cal Waiver (described under Strategy E2) is a key example. The Drug Medi-Cal Program implementation plan developed by Substance Abuse Prevention and Control was approved with planned implementation in July 2017. The Health Agency hopes to leverage opportunities to augment access and benefits expansion for the sickest and most vulnerable LA County residents through the WPC and Health Homes initiatives in the coming years. If funded, these initiatives will allow the Health Agency to build critical infrastructure to fill current care gaps (e.g. recuperative care, sobering centers), strengthen integrated care delivery and improve data integration and collaboration across the Health Agency and with County and community partners, and support intensive care management activities for the sickest and most vulnerable LA County residents. In planning for WPC, the Health Agency convened numerous multi-stakeholder meetings to discuss a large variety of approaches for different target populations, including individuals who are homeless, individuals re-entering the community from County jails, seriously mentally ill individuals, individuals with a history of persistent substance use disorder, and individuals who are leaving hospitals and have a history of recurrent admissions. 	<ul style="list-style-type: none"> The Health Agency hopes to use WPC in the coming year to lay a strong foundation for the Health Homes initiative in 2018. For the time being, the Health Agency continues to await greater clarity on the structure of the Health Homes program.
<p>E17: Regional Homelessness Advisory Council and Implementation Coordination</p> <p><u>Target Implementation Date:</u> February 2017</p>	<p>LAHSA, United Way and CEO drafted the Regional Homelessness Advisory Council (RHAC) organizational structure, composition and process of selection. LAHSA developed the election process for community providers with key stakeholders including the LAHSA Coordinating Council. In October, LAHSA began attending the SPA Homeless Coalition meetings to provide the latest update on the new governance structure and how provider representatives from each SPA will be a part of it.</p>	<ul style="list-style-type: none"> In November/December, LAHSA and United Way will finalize the membership structure of the RHAC and conduct outreach to participating organizations to ask them to appoint RHAC members. By January, LAHSA and United Way will develop a draft governance charter for RHAC's approval. The first meeting of the RHAC is set for

Strategy Implementation Date (Actual or Target)	Status	Next Steps
INCREASE AFFORDABLE/HOMELESS HOUSING		
F1: Promote Regional SB 2 Compliance <u>Target Implementation Date:</u> July 2017	Request for Bids for consultant assistance to promote and implement SB2 compliance was released and closed on November 2, 2016. Consultant will be expected to: <ul style="list-style-type: none"> • Inventory and analyze existing emergency shelters and transitional housing in the unincorporated areas. • Develop Best Practices Guide and website. • Reach out to cities for input on development of Best Practices Guide. 	<ul style="list-style-type: none"> • Contract with consultant to be executed by January 2017. • Reach out to State Department of Housing and Community Development. • Reach out to stakeholder groups.
F2: Linkage Fee Nexus Study <u>Target Implementation Date:</u> July 2017	Regional Planning finalized and released RFP to seek a consultant team to prepare an Affordable Housing Action Plan for the unincorporated areas of the County. In addition to the Plan, which includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies, the consultant is required to prepare three studies: 1) existing conditions and market study; 2) linkage fee nexus study; and 3) inclusionary housing feasibility study.	<ul style="list-style-type: none"> • Prepare datasets and other requisite information to support work of consultant. • Continue developing and vetting various strategies with stakeholder groups. • Coordinate with other County departments to identify potential overlap/create efficiencies between projects.
F3: Support for Inclusionary Zoning for Affordable Rental Units <u>Actual Implementation Date:</u> March 2016	County supported AB 2502 to allow for inclusionary zoning of rental units during the 2016 State legislative session. The County will support any similar legislation in 2017.	County will continue to monitor and support legislation to authorize inclusionary zoning for rental housing.
F4: Development of Second Dwelling Unit Pilot Project <u>Target Implementation Date:</u> June 2017	Regional Planning and Community Development Commission have worked on the following tasks in developing the second dwelling unit pilot project: <ul style="list-style-type: none"> • Convened an interdepartmental working group to review a draft update to the County's existing second unit ordinance. • Worked with County Counsel to refine the latest draft of the ordinance. • Interviewed the City of Los Angeles' second unit pilot program manager to learn more about the City's initiative. • Met with a planning/architectural consultant working on the City's program to get ideas for designing the County's program. CDC and DRP began semimonthly coordination meetings and working on cost estimates for second unit construction. • Engaged Community Development Financial Institutions (CDFIs) to determine what existing financial products may be available to assist interested homeowners in the development of a second unit. 	<ul style="list-style-type: none"> • Per SB 1069 and AB 2299, new State regulations on second units will take effect January 1, 2017. DRP is working on incorporating these regulations into the new County ordinance. • Evaluate whether DPW permitting process can be expedited and fees waived or minimized. • Reach out to non-profit organizations and for-profit developers that assist homeowners in building secondary dwelling units to develop detailed construction cost for a secondary dwelling unit. • Research the creation of a combination loan and grant product for homeowners interested in participating in the pilot. • Identify a CDFI that is willing to provide financing for homeowner's as part of the LA County's pilot program. This may require a loan loss (top loss)

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>F5: Incentive Zoning/Value Capture Strategies</p> <p><u>Target Implementation Date:</u> July 2017</p>	Regional Planning finalized and released RFP to seek a consultant team to prepare an Affordable Housing Action Plan for the unincorporated areas of the County. In addition to the Plan, which includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies, the consultant is required to prepare three studies: 1) existing conditions and market study; 2) linkage fee nexus study; and 3) inclusionary housing feasibility study.	<ul style="list-style-type: none"> • Prepare datasets and other requisite information to support work of consultant. • Continue developing and vetting various strategies with stakeholder groups. • Coordinate with other County departments to identify potential overlap/create efficiencies between projects.
<p>F6: Use of Public Land for Homeless Housing</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • Initial draft list of 16 County-owned sites is currently being vetted for suitability for homeless/affordable housing. • Request for Qualifications/Proposals (RFQ/P) is being drafted to meet the following objectives: <ol style="list-style-type: none"> 1. Establish a list of pre-qualified developers interested in building affordable/homeless housing, and 2. Solicit site-specific development proposals for construction of homeless housing, which shall include incentives for developers to utilize pre-fabricated/steel container construction to accelerate development of affordable/permanent supportive housing. 	<ul style="list-style-type: none"> • Finalize and issue RFQ/P. • Expand list of available County sites suitable for housing into a comprehensive up-to-date database. • Develop governing structure options to own, hold, prepare, and dispose of County land for affordable homeless housing. • Develop policies to promote the development/preservation of affordable homeless housing.

Abbreviations Key:

ACA	-	Affordable Care Act	ISD	-	Internal Services Department
CES	-	Coordinated Entry System	LAHSA	-	Los Angeles Homeless Services Authority
CEO	-	Chief Executive Office	LASD	-	Los Angeles Sheriff Department
CMS	-	Center for Medicare and Medicaid Services	ODR	-	Office of Diversion and Re-entry
DCFS	-	Department of Children and Family Services	PATH	-	People Assisting the Homeless
DHS	-	Department of Health Services	PD	-	Public Defender
DMC-ODS	-	Drug Medi-Cal Organized Delivery System	RHAC	-	Regional Homelessness Advisory Council
DPH	-	Department of Public Health	SAPC	-	Substance Abuse Prevention and Control
DPO	-	Deputy Probation Officer	SOAR	-	SSI/SSDI Outreach, Access, and Recovery Team
DPSS	-	Department of Public of Social Services	SPA	-	Service Planning Area
FSC	-	Family Solutions Center	SSDI	-	Social Security Disability Insurance
GR	-	General Relief	SSI	-	Supplemental Security Income
HACLA	-	Housing Authority of City of Los Angeles	TAY	-	Transition Age Youth
HACoLA	-	Housing Authority of County of Los Angeles	VA	-	Veterans Administration
HMIS	-	Homeless Management Information System	WPC	-	Whole Person Care

Approved County Strategies to Combat Homelessness

Implementation Status At-A-Glance

November 2016

LEGEND

Fully Implemented	Implementation targeted by January 2017	Implementation TBD
Partially Implemented	Implementation targeted by July 2017	

E. Create a Coordinated System

E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits	E5 – Decriminalization Policy	E13 – Coordination of Funding for Supportive Housing
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E6 – Countywide Outreach System	E14 – Enhanced Services for Transition Age Youth
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	E7 – Strengthen the Coordinated Entry System	E15 – Homeless Voter Registration and Access to Vital Records
E4 – First Responders Training	E8 – Enhance the Emergency Shelter System	E16 – Affordable Care Act Opportunities
	E9 – Discharge Data Tracking System	E17 – Regional Homelessness Advisory Council and Implementation Coordination
	E10 – Regional Coordination of LA County Housing Authorities	
	E11 – County Specialist Support Team	
	E12 – Enhanced Data Sharing and Tracking	

B. Subsidize Housing

B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI
B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA
B3 – Partner with Cities to Expand Rapid Re-Housing
B4 – Facilitate Utilization of Federal Housing Subsidies
B5 – Expand General Relief Housing Subsidies
B6 – Family Reunification Housing Subsidy
B7 – Interim/Bridge Housing for those Exiting Institutions
B8 – Housing Choice Vouchers for Permanent Supportive Housing

A. Prevent Homelessness

A1 – Homeless Prevention Program for Families
A2 – Discharge Planning Guidelines
A3 – Housing Authority Family Reunification Program
A4 – Foster Care Discharges

C. Increase Income

C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise
C3 – Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs
C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness
C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness
C6 – Targeted SSI Advocacy for Inmates

D. Provide Case Management and Services

D1 – Model Employment Retention Support Program
D2 – Expand Jail In-Reach
D3 – Supportive Services Standards for Subsidized Housing
D4 – Regional Integrated Re-entry Networks – Homeless Focus
D5 – Support for Homeless Case Managers
D6 – Criminal Record Clearing Project

F. Increase Affordable/Homeless Housing

F1 – Promote Regional SB 2 Compliance and Implementation	F3 – Support for Inclusionary Zoning for Affordable Housing Rental Units	F5 – Incentive Zoning/Value Capture Strategies
F2 – Linkage Fee Nexus Study	F4 – Development of Second Dwelling Units Pilot Program	F6 – Using Public Land for Homeless Housing

LOS ANGELES COUNTY HOMELESS INITIATIVE

EVALUATION FRAMEWORK

September 2016

On February 9, 2016, the Board of Supervisors adopted a set of coordinated strategies to combat homelessness in Los Angeles County. One of the directives in the February 9, 2016 Board Letter required the development of an evaluation plan for the Homeless Initiative. The evaluation framework will evolve organically over the course of implementing the strategies; the following outlines the initial structure and timeline for implementing the evaluation.

The Homeless Initiative (HI) evaluation framework consists of three levels of analysis:

1. Macro-level system performance – a set of over-arching system performance measures to evaluate the effectiveness of the homeless delivery system in the County;
2. Meso-level Homeless Initiative performance – consisting of headline measures that act as categories for organizing and aggregating the various performance metrics for the 47 HI strategies; and
3. Micro-level HI performance metrics for each HI strategy to assess the effectiveness of each strategy.

The following measures are being considered for the macro-level system performance: (1) length of time homeless from initial contact with the homeless services system; (2) placements in permanent housing; and (3) returns to homelessness. This macro-level system performance will help policy-makers evaluate the overall effectiveness of the countywide homeless services delivery system, inclusive of the HI, County investments beyond the HI strategies, and programs that are not funded or administered by the County. Dashboards by sub-population: single adults; youth; and families, similar to the veterans' dashboard created by the Los Angeles Homeless Services Authority (LAHSA) and United Way, will be developed during 2017 within the context of macro-level system performance indicators. These dashboards will help to further contextualize the state of homelessness in the County, along with the interventions that facilitate permanent housing and housing retention.

The meso-level unit of analysis incorporates headline performance measures, which act as categories or "headlines" for the individual performance metrics (micro-level unit of analysis) associated with the 47 HI strategies. Some of these headline measures directly align with the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) of 2009, which amended the landmark McKinney-Vento Homeless Assistance Act. The HEARTH Act requires Continuums of Care to measure performance to provide a better understanding of how well jurisdictions are preventing and ending homelessness. The draft headline performance measures consist of:

- Number who are prevented from becoming homeless or being discharged into homelessness;
- Number who gain employment or enroll in vocational training/education;
- Number who receive newly-approved or reinstated cash disability benefits;
- Number placed in temporary housing (shelter, bridge, recuperative, transitional, and residential substance use);
- Number placed in permanent housing (includes subsidized and unsubsidized permanent housing, rapid re-housing, and permanent supportive housing);
- Number who retain permanent housing from date of placement;
- Enhanced service delivery and coordination for homeless clients; and
- Expansion/preservation of the supply of affordable and homeless housing.

All HI strategies are scheduled to be implemented by June 2017; many have or will be implemented in 2016. Strategy leads will have 90 days to finalize their performance metrics from the implementation start date for each strategy. Once measures are finalized for a particular strategy, they will be incorporated into this framework, to the extent applicable. For some of the headline measures, where sufficient data exists, the data can be analyzed by Service Planning Areas.

Client-level data will be matched to mitigate the risks of duplicated data. This process will be conducted by the CEO's Research and Evaluation Services (RES). RES, under the auspices of the Enterprise Linkages Project (ELP), regularly collects administrative and service information from the departments of Health Services, Mental Health, Public Health, Public Social Services, Children and Family Services, Probation, the Sheriff, and LAHSA. RES has developed a matching algorithm that de-identifies departmental data and assigns a unique numeric identifier, which is utilized to perform the matches across County service delivery systems, including services recorded in LAHSA's Homeless Management Information System (HMIS). The unique, anonymous identifier enables client service records to be de-duplicated, while simultaneously maintaining confidentiality and compliance with all applicable federal, state and local laws. For example, if a client receives permanent housing via B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI and B4 – Facilitate Utilization of Federal Housing Subsidies, that client should only be counted once in the aggregate total of individuals receiving permanent housing. For strategies where data will not be captured under ELP or HMIS, strategy leads will provide client-level data to CEO RES where the data will be matched against ELP and HMIS.

CEO-RES will have lead responsibility for the evaluation, in close collaboration with LAHSA and the CEO Office of Homelessness. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017, and each HI quarterly report will provide updates on the performance metrics for individual strategies, as they become available.



Research & Data Analysis Priorities 2017-2018

The Home For Good Policy Team & Funders Collaborative members have determined the following priorities for research & data analysis in the coming two years:

1. Transitions Into Homelessness
2. Transitions Out of Homelessness
3. Population Characteristics

1. **Transitions Into Homelessness:** understanding the dynamics of why individuals and families are becoming homeless

Purpose: to support the targeting of resources and craft systemic prevention & diversion.

Priority Project: Inflow Analysis

Research Questions:

- What is the inflow into homelessness? Into chronic homelessness? How do the demographics of those becoming homeless/chronically homeless compare to the homeless population over the last several years? What role, if any, is criminal justice policy (Prop 47, AB 109, etc) playing in inflow?
- What are the factors that lead to increased inflow?
- What is the impact of macro factors like wages and housing market?

Potential Data Sources: HMIS, Homeless Count, Abt analysis, Culhane data, ELP

Potential Leads:

- Abt is currently conducting an analysis of chronic homelessness inflow
- University of Chicago Urban Labs is proposing a predictive analysis on homelessness overall

2. **Transitions Out of Homelessness:** analysis of best practices in moving people out of homelessness and ensuring strong retention in permanent housing.

Purpose: to improve policy and practice around ending homelessness for individuals and families.

Priority Project 2A: Effective Housing Placement Practices

Research Questions:

- What are the data-driven best practices for outreach? For crisis housing?
- Are there ways to profile ideal fits for housing placement into project-based versus tenant-based housing?
- Are there ways to profile ideal fit for housing placement into supportive housing versus rapid rehousing?
- How can we integrate income factors into our housing match process to help target for rapid rehousing versus affordable housing?
- How can we build the above factors into our CES assessment tool?

Potential Data Sources: HMIS/CES data; PHA data

Potential Lead: There is no one identified at this time.

Priority Project 2B: Retention/Recidivism

Research Questions:

- What are the best practices in supportive services levels for housing retention?
- How does service utilization level shift over time for a tenant?
- What is the profile of people most often falling out of housing?

Potential Data Sources: ELP, HMIS

Potential Leads: Abt is working on an analysis of services levels.

3. **Population Characteristics:** create a comprehensive analysis of the homeless population & an understanding of equity/inequities in our sector.

Purpose: inform resource allocation, policy, and practice. Identify policy and/or practice remedies to inequities in race, gender, and age.

Priority: Demographic & Equity Analysis

Research Questions:

- What are the basic demographic characteristics of our homeless population?
- How does the population of newly homeless people differ, if at all, from the overall population in LA County?
- How does the population of people being housed differ, if at all, from the overall homeless population in terms of race, gender, and age?
- To what can we attribute any inequities identified above? What are the opportunities for changes in policy and practice?

Potential Data Sources: Homeless Count, HMIS, Census Data, PHA data

Potential Data Leads: The Homelessness Analysis Collaborative can conduct the basic demographic analyses. To answer the fourth research question above, we recommend an outside researcher to conduct this analysis.